Shift the organizational culture to be more accountable, open and transparent by the end of 2017. Well-managed and accessible information is the foundation of open government.

Managing information as a corporate asset will move the City towards responsible stewardship versus ownership of information. It will improve service delivery, build public trust and confidence in government, and enhance civic engagement through transparency, participation, accountability and accessibility. Shifting the organizational culture will require a strong open government and information management awareness program that will be accomplished through the following actions:

• Identifying barriers and promoting innovations which seek solutions to open up City government by building an information sharing culture.

• Incorporating information management best practices and Open Government principles in employee orientation, recruitment, promotion, training and exiting.

• Building out the Information Management Framework with clear definitions and guidelines for staff to easily determine how to make information accessible, protect privacy.

• Incorporating information management policies, and best practices into the planning and implementing of business process, technology, and front line customer service delivery.

2013 2014 2015 2016 2017 2018
Open Government by Design starts with fundamental questions. Do we really want to be a democracy? Do we want the public to have a say in policy? Democracy, public engagement and public trust in government are the goals. Accountability, transparency, collaboration and participation are the way forward. The City must do more to open up government. Open Government is a culture change. **Culture change requires leadership.**

- **Senior Management** must champion openness, set expectations & monitor.
- **City Clerk’s Office** must communicate the Open Government/Information Management Vision, Policy and IM Framework.
- **Human Resources and City Clerk’s Office** must develop a learning strategy framework and implement in-person & e-learning awareness/training.
  - The public own government information and have a right to access it. But do all staff know
    - What information exists and how to direct the public to information resources like Divisional Routine Disclosure Plans, Toronto Meeting Management Information System, the Archives and the Freedom of Information access process?
    - What privacy is and how to safeguard personal information?
- **Civic engagement must be aligned with open government** as an underpinning of participatory democracy. To be more open, we must
  - Ask how the public wants to engage at the outset of policy formulation.
  - Ensure ongoing engagement opportunities throughout the process.
  - Support civic engagement with transparent, accessible, well-managed information. Is it findable, timely, understandable, relevant and trusted.
- **Technology and Information Management** must be integrated at all levels.
  - Technology investments must be governed, prioritized, funded, planned, designed and implemented for openness, access, the protection of privacy and to manage information as a corporate asset.

Strategic Plan Themes and Goals

**Good Governance**
- Civic Participation
- Organizational Excellence

**Social Development**
- Community Capacity
- Access, Equity & Diversity

**City Building**
- Service Excellence

2013 2014 2015 2016 2017 2018
Identifying barriers and promoting innovations which seek solutions to open up City government by building an information sharing culture.

IMPLEMENTATION STEP1: Senior management champion Open Government and lead culture change.

- Senior management set and manage expectations for behaviour change in their management teams and staff.
  - Commit to senior management and staff awareness and training based on the integration of an Open Government/Information Management Learning Strategy Framework & Divisional People Plans.
  - Deputy City Managers and Divisional Senior Management set direction, goals and monitor progress of Divisional Information Management Plans.

- City Clerk’s Office must communicate the Open Government/Information Management vision, policy and IM Framework.
  - Communicate meaningfully to all staff their contribution and responsibilities to manage information and open up government
  - Corporate Information Management Services, City Clerk’s Office develops a Strategic Plan to set priorities and align with key strategies

Strategic Plan Themes and Goals

Good Governance
- Civic Participation
- Organizational Excellence

Social Development
- Community Capacity
- Access, Equity & Diversity

City Building
- Service Excellence
Identifying barriers and promoting innovations which seek solutions to open up City government by building an information sharing culture.

IMPLEMENTATION STEP 1 cont’d:

- **Information Technology is integrated with Information Management.**
  - Business Executive Committee requires funding approval and expenditure requests to demonstrate that Information Management, Access by Design and Privacy by Design are addressed in the project.
  - Establish an enterprise funding model for information management technology investments
  - eCity Committees and Steering bodies ensure that information lifecycle and access considerations are aligned and not marginalized by a technology project scope.

- **Narrative Indicator:** Stable (High/low): Toronto Meeting Management Information System indicators: % in camera meeting hours, % confidential sections in staff reports. Number of complaints about access to information. Number of current Divisional Information Management Plans reported annually.

- **Baseline:** Information access & protection of privacy legislation exists. The Information Management Accountability Policy has been approved. But open government and information management are not well understood by City staff. Nor does the City create and embrace information access opportunities or excel at stewarding corporate information as an asset owned by the public.
Identifying barriers and promoting innovations which seek solutions to open up City government by building an information sharing culture.

IMPLEMENTATION STEP 1 cont’d:

- **Target**: Stable (high/low): City routinely asks the public what barriers exist and works to improve public access to information. Creating opportunities to engage the public in a representative democracy can range from creating a more ‘readable’ staff report format, to amending legislation to enable more public-friendly notices, to seeking public consultation on website design to enhance ‘findability’. Senior management leadership is key to transforming the organizational culture. All initiatives that demonstrate progress towards more open government are celebrated in Divisional Information Management Plans.

- **Enablers**:
  - Requires senior management commitment.
  - Requires awareness and training to implement.
  - May require Council authority or legislative, regulatory or bylaw amendment to implement some examples of greater openness.
  - May require amending City policy, procedure or business process.

### Strategic Plan Themes and Goals

**Good Governance**
- Civic Participation
- Organizational Excellence

**Social Development**
- Community Capacity
- Access, Equity & Diversity

**City Building**
- Service Excellence
Incorporating information management best practices and Open Government principles in employee orientation, recruitment, promotion, training.

**IMPLEMENTATION STEP 2:** Develop a learning strategy framework and implement in-person & e-learning awareness/training program to evolve a Toronto Public Service culture committed to openness and demonstrating information sharing and stewardship behaviours.

- Human Resources Division and City Clerk’s Office develops an Open Government and Information Management Learning Strategy Framework and maturity model to ensure training and awareness offerings meet goals and objectives.
- Information Technology Division incorporates information management best practices in technology training. In a digital information environment, an employee’s ability to steward information is dependent upon enabling technology.
- City Clerk’s Office, Human Resources develop Open Government and Information Management courses/workshops/presentations, eLearning/videos, guides/publications, tours that align within the Learning Strategy Framework.
- City Clerk’s Office, Human Resources, Information & Technology and all Divisions participate in delivering training and awareness events
- Division Heads ensure Learning Strategy Framework is incorporated into Division’s People Plan, the learning program is reflected in employee orientation and monitor progress.
- Human Resources and City Clerk’s Office partner to ensure Open Government and Information Management responsibilities are included in job profiles and performance planning indicators.

<table>
<thead>
<tr>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Incorporating information management best practices and Open Government principles in employee orientation, recruitment, promotion, training.

IMPLEMENTATION STEP 2 cont’d

- **Indicator:**
  - Annual number of Open Government and Information Management courses/workshops/presentations, eLearning/videos, guides/publications, tours developed within the framework.
  - City Clerk’s Office, Human Resources, Information & Technology and all Divisions report number of training and awareness events sponsored.
  - Open Government and Information Management responsibilities included in job profiles and performance planning indicators.

- **Baseline:** Learning strategy framework is not developed. Limited number of courses/workshops/videos sponsored in 2012 by City Clerk’s Office. No mandatory training, new employee orientation or exiting employee review. Limited performance checklist indicators mandatory for non-union staff performance reviews. Information management best practices not incorporated in technology training.
Incorporating information management best practices and Open Government principles in employee orientation, recruitment, promotion, training.

**IMPLEMENTATION STEP 2 cont’d:**

- **Target:** 5% annual corporate increase in awareness, training delivered in alignment with a learning framework and maturity model. Narrative only regarding Job profile expectations and performance indicators.

- **Enablers:**
  - Requires Human Resources and City Clerk’s Office leadership to develop a learning framework, develop and implement courses/e-learning/workshops etc. and develop and implement performance planning indicators.
  - Requires Human Resources, Internal Audit and City Clerk’s Office leadership to develop and implement performance planning indicators for all staff.
  - Requires Divisions’ leadership to consult on, and integrate learning messages into their business processes, People Plans, Technology Plans and to partner in delivery of awareness & training.
  - Requires Information and Technology leadership to develop materials and to incorporate learning messages into training on new/enhanced technologies.

---

**Strategic Plan Themes and Goals**

**Good Governance**
- Civic Participation
- Organizational Excellence

**Social Development**
- Community Capacity
- Access, Equity & Diversity

**City Building**
- Service Excellence
Building out the Information Management Framework with clear definitions and guidelines for staff to easily determine how to make information accessible, protect privacy.

IMPLEMENTATION STEP 3: Divisions, City Clerk’s Office and the Information and Technology Division partner to develop and implement strategies, policies, standards, definitions, guidelines and planning templates to build out the Information Management Framework.

- Embed Access by Design and Privacy by Design principles in policies, standards, guidelines as the basis for Open Government by Design.
- Each principle in the Information Management Framework is supported by policies, standards, guidelines and planning templates.
- Divisions use guidelines, standards and templates in designing and implementing business practices and systems that make information accessible, safeguard personal privacy and manage information throughout the lifecycle.
- Division Heads ensure that Information Management policies, guidelines and standards are communicated and discussed with divisional staff.
- Division Heads ensure that Information Management practices as communicated in policies, guidelines and standards are implemented and integrated into divisional business processes.
- Divisions ensure that staff understand that information is a corporate asset and assume responsibility for the stewardship of the information they create or collect.

Strategic Plan Themes and Goals

Good Governance
- Civic Participation
- Organizational Excellence

Social Development
- Community Capacity
- Access, Equity & Diversity

City Building
- Service Excellence
Building out the Information Management Framework with clear definitions and guidelines for staff to easily determine how to make information accessible, protect privacy.

**IMPLEMENTATION STEP 3 cont’d:**
- **Indicator:** Stable (high/low): Number of approved Threat Risk Assessments, Privacy Impact Assessments and reviews of public-facing forms/surveys [for privacy protection, City branding & consistency].
- **Baseline:** Core Information Management governance is established.
  - The approved Information Management Framework sets out principles for how City information assets must be managed.
  - The approved IM Accountability Policy recognizes information is a corporate asset that must be stewarded, not owned. The policy declares that information management is everybody’s responsibility and it sets out key roles and responsibilities.
  - The Open Government Committee provides advice on Open Government and Information Management to the Chair, the City Clerk, and to the City Manager.
  - The City Clerk’s Office has the mandate to lead corporate information management policy and guide divisions’ in best practice implementations.

---

### Strategic Plan Themes and Goals

**Good Governance**
- Civic Participation
- Organizational Excellence

**Social Development**
- Community Capacity
- Access, Equity & Diversity

**City Building**
- Service Excellence

---

![Timeline](image-url)
Building out the Information Management Framework with clear definitions and guidelines for staff to easily determine how to make information accessible, protect privacy.

IMPLEMENTATION ACTION 3 cont’d:

- Baseline cont’d
  - Poor integration of Information Management with Information Technology business case and project management templates, strategies, policies, standards, templates, design and development methodologies.
  - Business system technologies offer little to no record-keeping functionality. Systems are not integrated with information management and record-keeping systems. Therefore there are no technology options and no procedures to guide staff how to actively manage the information they create and collect.

- Target: Shift the organizational culture to be more accountable, open and transparent by 2017.

- Enabler:
  - Requires organizational awareness and training to ensure Divisions understand their role and responsibilities for the stewardship of information and to commit to develop an internal culture of information sharing, and openness.
  - Requires Information Technology and Information Management integration.
Incorporating information management policies, and best practices into the planning and implementing of business processes, technology, and front line customer service delivery.

**IMPLEMENTATION STEP 4:** Divisions, City Clerk’s Office and Information and Technology Division work closely together to **plan, design and implement information management best practices** in business processes, technologies, service delivery and public access to the democratic process such as Council meetings.

- Develop an Open Government maturity model to guide progress towards a more open government.
- Align Civic Engagement with Information Management.
- Integrate Information Technology and Information Management.
  - eCity governance bodies ensure alignment of Information Management requirements in the funding, planning, design and implementation of technology.
  - Incorporate the requirements for the public’s access to, and use of information, as part of the planning process.
  - Build Access by Design and Privacy by Design into technology designs as fundamental principles.
  - Integrate Information Management requirements into business processes and technology initiatives.

2013 2014 2015 2016 2017 2018
Incorporating information management policies, and best practices into the planning and implementing of business processes, technology, and front line customer service delivery.

IMPLEMENTATION ACTION 4 cont’d:

- **Indicator:** Stable (high/low) year over year (a) Number of hits on Toronto Meeting Management Information System. (b) Number of Open Data sets and Open platforms released, (c) Number of current Proactive Disclosure Plans.

- **Baseline:** The City is in the ‘emerging' maturity stage of enhancing public engagement and supporting participatory democracy by incorporating information management requirements in business processes like civic engagement and technology implementation.

Some successful examples of the innovative use of technology to open up information include Toronto Meeting Management Information System, 311, Well-being Toronto, Open Data and the Toronto Progress Portal.

However, currently, information management policies and best practices are inconsistently incorporated at the funding or planning stage. Systemic processes like capital business cases and business architecture do not include triggers and checks to fund and plan to develop an automated, refreshed raw dataset or to design a business process and technology platform to accept data from the public like pothole locations on Open311.
Incorporating information management policies, and best practices into the planning and implementing of business processes, technology, and front line customer service delivery.

IMPLEMENTATION ACTION 4 cont’d:

- **Target:** Shifting organizational culture is an ongoing process. An Open Government maturity model will be developed by 2017 to guide progress towards a more open government. The model will identify types of enablers and measure maturity as we move from an ad hoc to a more strategic, planned approach to managing the City’s information assets.

- **Enablers:**
  - Requires training and awareness for City staff.
  - Requires the development of an Open Government maturity model.
  - Requires changes to business and technology processes and greater alignment between City Clerk’s Office, City Managers Office, Information Technology and City Divisions to ensure Information Management requirements are considered and budgeted for at the planning stage when implementing business processes, technology and customer service delivery.

---

**Strategic Plan Themes and Goals**

**Good Governance**
- Civic Participation
- Organizational Excellence

**Social Development**
- Community Capacity
- Access, Equity & Diversity

**City Building**
- Service Excellence

---

2013 | 2014 | 2015 | 2016 | 2017 | 2018